



2003

MDOT

# Moving Michigan Forward

**PARTNERSHIPS & PRESERVATION**

Annual Report

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Michigan  
Department of  
Transportation

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## Greetings!

Michigan depends upon an efficient transportation system to retain business, attract entrepreneurs, develop a 21st century workforce, create cool cities, improve education and health care, protect natural resources and provide Homeland Security for its citizens and communities. The Department of Transportation is on the job 24 hours a day, seven days a week.

Based on a comparison with New York, Pennsylvania, Indiana, Illinois, Ohio and Minnesota, MDOT is one of the most cost-effective state transportation agencies in the country. Michigan employees are responsible for more lane miles and more program dollars than employees in any of these six states. What's more, MDOT is overseeing a road and bridge program three times larger than that of the early 1990s, with a staff that is half the size.

It is an understatement to say that Team MDOT is working in the rain – in fact, they are working in the snow at 2 a.m. on I-75 and on the windy towers of the Mackinac Bridge – all while helping us to preserve Michigan's economic vitality and quality of life. As you read through this report, there is no doubt you will be impressed with the scope and span of the services that MDOT provides throughout the state. Thank you, Team MDOT, for keeping Michigan on the move!

Jennifer M. Granholm  
Governor, State of Michigan

2003

MDOT



## Dear Friends:

What does transportation have to do with Governor Granholm's seven-point plan to grow Michigan's economy and improve our quality of life? The answer is "everything!"

Transportation grows Michigan's economy by providing an efficient transportation system which businesses need in order to handle logistics and maintain just-in-time inventory. Our global economy depends on efficient border crossings and a transportation system that connects materials and customers, is safe, and provides for efficient and cost-effective movement of products and people.

Creating Cool Cities, attracting entrepreneurs and developing a 21st century workforce are possible only with a transportation system that delivers choice to users for access to places of work, play and life essentials. These options must include non-motorized travel and apply context-sensitive approaches to solving and addressing transportation issues.

Transportation energizes tourism by providing an array of transit choices for residents and visitors alike to see and experience Michigan. These include safe, well-maintained roads and bridges, a conveniently located airport system, an intercity passenger system to access points of interest, and a network of bikepaths that enable visitors to enjoy the many scenic wonders Michigan has to offer.

Transportation is paramount to Homeland Security, since safety and security are critical to keeping goods and services moving. MDOT facilitates international border crossings at three bridges and two rail tunnels, and supports the operations of public and private airports across Michigan.

Team MDOT has evolved over the years. Our original mission was to "get the farmer out of the mud." Today, our mission is "providing the highest quality transportation services for economic benefit and improved quality of life." We are not your father's highway department! Designing, planning and constructing roads remain our backbone business, but it is only a part of the job we do. The other two-thirds involves maintaining and operating a transportation system that serves all segments of our population and all sectors within business while promoting quality of life.

Team MDOT delivers mobility! We are proud to provide Michigan residents, visitors and businesses with a transportation system that grows Michigan's economy and helps to make Michigan a better place to work and play.

Sincerely,

Gloria J. Jeff  
Director, Michigan Department of Transportation

## 2003 MICHIGAN STATE TRANSPORTATION COMMISSION



**Commission Chair Ted Wahby**, (D) of St. Clair Shores, was appointed by Governor John Engler effective March 27, 1997. Mr. Wahby is currently treasurer of Macomb County and was mayor of St. Clair Shores from 1983 to 1995. He retired as vice president of Comerica Bank. Mr. Wahby has also served as chief deputy treasurer for Macomb County from 1992 through 1995, councilman for the city of St. Clair Shores from 1981 through 1983, and trustee for the Lakeshore School District Board from 1980 through 1981. In January, 2003, Mr. Wahby was appointed Chair by Governor Granholm. His current term will expire on December 21, 2005.



**Commission Vice Chair Betty Jean Awrey**, (I) of Plymouth, was appointed by Governor John Engler effective May 1, 1996. Ms. Awrey is currently Vice President of Public Relations & Government Relations at Awrey Bakeries. She spent seven years on the Grand Valley State University Board of Control and was just recently appointed to the Michigan State Parks Foundation. Ms. Awrey served on the Greater Detroit Chamber of Commerce Board of Directors. She is the past president of the Livonia Chamber of Commerce, and a member of the Metropolitan Detroit Convention Bureau Board of Directors, and the Schoolcraft College Foundation Board of Directors, of which she is also past president. In January, 2003, Ms. Awrey was elected Vice Chair of the Transportation Commission. Her current term will expire on December 21, 2004.



**Commissioner John Garside**, (R) of Hickory Corners, was appointed by Governor John Engler effective April 9, 1999. Mr. Garside is president and treasurer of the Woodruff Coal Company and currently serves on the board of directors for both Universal Forest Products and Prab, Inc. He previously served as vice president from 1962 to 1979 and has been an officer and owner of several coal-related companies since 1962. Mr. Garside is past director of Old Kent Bank of Kalamazoo and was past president of the Gull Lake Quality Organization. His current term will expire December 21, 2004.



**Commissioner Robert Bender**, (R) of Middleville, was appointed by Governor John Engler effective December 20, 2002. Mr. Bender was also appointed by the Governor to manage the bovine TB eradication program in northeast Michigan in 1999, and served on the Aeronautics Commission from 1999 through 2002. He served as a Naval Officer in the U.S. Navy from 1959 to 1990, was owner and operator of Bender Dairy Farms from 1964 to 1983, and served as a volunteer for the U.S. Peace Corps in Russia from 1995 to 1997. Mr. Bender was elected to the Michigan House of Representatives from 1983 to 1995, and was instrumental in forming the joint Barry County and Hastings City Airport Commission, serving as its first secretary/treasurer. His current term will expire on December 21, 2005.



**Commissioner Lowell Jackson**, (R) of Northport, was appointed by Governor John Engler effective March 4, 1998. Mr. Jackson is a semi-retired consultant. He served as vice president and principal-in-charge of transportation, traffic engineering and planning, structures and mapping for Greenhome & O'Mara, Inc. from 1989 to 1995, deputy administrator of the Federal Highway Administration in 1988, executive director of the Colorado Department of Highways in 1987, Secretary of Labor for the Wisconsin Department of Industry, Labor and Human Relations from 1981 to 1982 and Secretary of Transportation for the State of Wisconsin from 1979 to 1981 and from 1983 to 1986. \*



**Commissioner C. Robert Baillo**, (I) of Dollar Bay, was appointed by Governor John Engler effective May 16, 2002. Mr. Baillo is a professor and chair of civil and environmental engineers at Michigan Technical University, where he facilitates the teaching, research and learning efforts of faculty, staff and students, and teaches in the area of biological waste treatment processes and industrial pollution prevention. He is a diplomat of the American Academy of Environmental Engineers and is a past president of the Association of Environmental Engineering Professors. \*

\* Term expired on December 21, 2003.

\* Governor Jennifer M. Granholm appointed two new commissioners to three-year terms.

Vincent J. Brennan of Grosse Pointe Park was appointed March 19, 2004. He is the vice president of Everest Energy.

Linda Miller Atkinson of Channing was appointed March 19, 2004. She is a partner in the law firm of Nelson, Petruska, Atkinson and Hart.

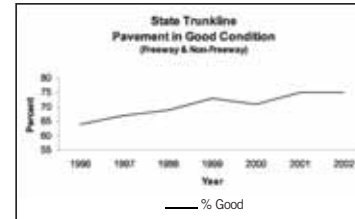




## PARTNERSHIPS AND PRESERVATION

### Accomplishments in Highway Programs

The Michigan Department of Transportation has an aggressive transportation program consistent with statewide commitments and tracks investment strategies identified in MDOT's five-year transportation program.



### Preserve First

In 2003, Governor Granholm and MDOT Director Gloria J. Jeff instituted the Preserve First initiative that focused MDOT resources on the preservation of Michigan's existing transportation infrastructure. The program protects the investment of Michigan taxpayers by placing emphasis on improving the condition of existing roads and bridges throughout the state. In 2003, approximately \$180 million in Preserve First work was advanced from the FY 2004 program. This initiative resulted in the completion of 95 percent of the road and bridge preservation program announced in the Five-Year Transportation Program. This translated into approximately 570 miles of roadway improvements, including 525 miles of rehabilitation and reconstruction, 10 miles of passing relief lanes constructed, 35 miles of capacity improvements, and upgrading approximately 384 bridges. Nearly \$1.1 billion was invested in road and bridge projects statewide.

MDOT's Capital Preventive Maintenance (CPM) and routine maintenance program invested \$72 million on 1,460 miles of highway. This program increased the useable life of these pavements by up to seven years. Routine maintenance projects

include mowing, snowplowing, pothole filling, and other maintenance strategies.

The department's construction and maintenance strategies used for fixing the system are working effectively. MDOT continues to make progress toward meeting the 2007 pavement condition goal established by the State Transportation Commission in 1998 of having roughly 90 percent of the state trunkline roads in "good" condition. The pavement condition of the department's roadways has improved from 64 percent "good" in 1996 to 75 percent "good" in 2002. Actual 2003 pavement condition data is not available at this time.

Since 1996, there are 3,000 more lane miles in "good" condition throughout Michigan. Preserve First will help ensure continued progress and success in reaching the 2007 pavement condition goal.

During the summer and fall of 2003, MDOT enhanced the Road Quality Forecasting System (RQFS) tool to more accurately forecast pavement condition. MDOT also has initiated a process improvement designed to improve the pavement data collection and analysis process. This project is scheduled for completion in the fall of 2004.

### Bridge Condition

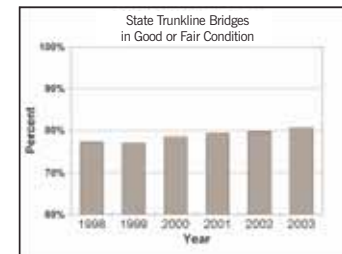
The department is in the fourth year of a five-year transition aimed at fully implementing the Strategic Investment Plan for Trunkline Bridges. Early on in this process, MDOT successfully stabilized the trunkline bridge network condition, and now is proceeding to make the necessary improvements. In 2002 and 2003, the number of bridges deteriorating from "good/fair" to poor decreased significantly. As part of the 2003 bridge program, 384 bridges were upgraded – 198 of these

(nearly 52 percent) were Preventative Maintenance projects. Due to the long-term benefits to the bridge network, MDOT is placing more emphasis on preventative maintenance. Timing bridge work to coincide with road preservation work is one strategy which reduces the number of times major bridge work is necessary in any given area.

### Asset Management

Since 1996, the department has played an active role nationally in the development of asset management strategies. In 2002, the state legislature created the Asset Management Council made up of county road commissions, cities, townships and governments. The council has been engaged in an asset management study designed to compile a comprehensive report of road conditions on the state's federal-aid highways. The council has reviewed and rated 43,000 miles of federal aid roads. This is the first comprehensive report card of its kind in 20 years.

The study group used a rating process consistent across all 83 Michigan counties. Roads were looked at on the basis of their function, and then rated using a method understandable to the average motorist. This approach demanded a strong partnership between state and local transportation providers and agencies. The success of the study is a tribute to the hard work and dedication of all the work groups.





## TRANSPORTATION SUMMIT

A rare opportunity to look into the future and create a shared vision for a safe, effective and flexible transportation system for Michigan was presented at the first-of-its kind Transportation Summit held Dec. 3 and 4, 2003, in Lansing. More than 500 participants – and a number of Internet users – came together in an attempt to reach a consensus as to what transportation systems will look like, and what transportation providers must do to assure that Michigan's system meets the future demands of highway and transit users.

The idea of a Transportation Summit originated with Gov. Jennifer M. Granholm and MDOT Director Gloria J. Jeff, as a

social, economic and operational issues, and attempt to construct a shared vision all could agree on. The vision needed to include strategies to attract new jobs, expand businesses and stimulate economic growth by enticing workers to come to Michigan, the director instructed attendees.

The Summit opened with a welcome from Gov. Granholm and comments from Director Jeff. Rodney Slater, former director of the U.S. Department of



Rodney Slater

method to seek common understanding regarding Michigan's transportation system. The Summit brought together some of the best minds in the state, nation and Canada. During the two-day session, participants not only were asked to visualize what an effective transportation system would look like, but also to make projections about funding, operations and effectiveness of the system.

Recognizing the importance of transportation in attracting jobs to Michigan, the director challenged attendees to identify

that you want, to create a truly inclusive system, it takes more than your governor, your director and members of Team MDOT...it takes all of you," said Rodney Slater, pointing to the audience at the Lansing Center.

A more global perspective was provided by Minister Takhar who opened his address by recognizing the importance of the Summit. "I applaud the Michigan Department of Transportation for taking the initiative to organize this important event," said Takhar. "Ontario



understands we need to work together. American and Canadian businesses need to be able to rely on safe, efficient borders to ensure goods and services reach markets on time. Local residents need to be assured that their concerns about the environment, traffic issues and land use concerns are being addressed."

The Transportation Summit was a tremendous success. It established a forum for state transportation officials to listen and respond to Michigan transportation customers. Summit Planning Team members have since organized follow-up listening sessions across the state to assess the perception of the vision, and to hone and refine strategies into a single, statewide initiative.

### The Summit focused on nine key transportation-related subject areas

- Asset Management
- Research and Evaluation
- Land Use
- Mobility Options
- Communications, Consciousness Raising and Public Involvement
- Safety
- Commerce and Trade
- Coordination, Cooperation and Connectivity
- Funding





## MULTI-MODAL TRANSPORTATION SERVICES BUREAU

The department's Multi-Modal Transportation Services Bureau (MMTSB) works closely with all customers and partners to operate and maintain Michigan's statewide public transportation network. In 2003, working cooperatively with federal, state, local governments and private companies, Team MDOT effectively maintained the existing public transportation system to meet the demands of a modern society.

The state provides both operating and capital funding for Michigan's statewide transportation systems. The MMTSB and the federal government partner with airports, marine passenger authorities, rail facilities and urban and rural passenger bus operators in providing a balanced, non-highway transportation network in Michigan.

### Local and Intercity Bus Services

In 2003, MDOT's Local Bus Operating Division provided \$160 million

of their eligible expenses while urban and non-urban transit agencies serving populations under 100,000 received 44 percent of their eligible expenses.

In addition, the department provided approximately \$30 million to match federal capital funds for transit projects. These state funds leveraged \$120 million in federal funds to purchase and lease 425 transit vehicles, construction/expansion of 10 facilities, and renovation of six transit facilities.

Bureau staff worked cooperatively with Wayne State University staff and a statewide advisory team of local transit agencies to create the Michigan Transit Training Network. This program was created to address transit agency training needs through the development of a five-year statewide training plan. The initiatives developed include: maintenance of a statewide training Web site; establishment of a resource center of

shops, and training grants to local transit agencies. The long-term objectives of the training network are to: improve the quality and safety of transit services; increase knowledge and skills; and improve the efficiency and cost-effectiveness of MDOT's current training efforts.

### Railroad Services and Safety

MDOT manages 650 miles of state-owned rail lines. In 2003, the MMTSB undertook an ambitious project to rehabilitate 39 miles of state-owned track between St. Helen and Grayling. The \$7 million project involved replacing 85,000 ties, upgrading the rail and surfacing the track. Working cooperatively with Lake State Railway Company, the operator of the line, MMTSB significantly upgraded the reliability and efficiency of the line. Trains previously forced to operate at speeds below 10 miles-per-hour now travel 40 miles-per-hour.

Projects like this are part of a multi-year reconstruction effort that will rehabilitate 105 miles of track from Linwood to Gaylord. The improvements will help attract new shippers to the line and improve service to existing businesses. The effectiveness of the program was demonstrated in 2003 when two new industries relocated their operations to property adjacent to the line. Other businesses also have expressed interest in relocating along the rail line right-of-way.

An additional effort in 2003 brought MMTSB together with private industries, local economic development entities and railroad companies to fund five freight economic development projects. This program will provide low-interest loans to rail users anywhere in the state. The success of these projects will provide for the creation or retention of 113 jobs, and add nearly 2,000 carloads a year to the rail system. The department will provide \$225,000 toward the success of these business partnerships.



Local Transit Services Barry County Transit, Hastings, MI

statewide to assist in the operation of transit agencies; a mentoring program on transit-related issues; statewide train-the-trainer program through regional work-

shops, and training grants to local transit agencies; a mentoring program on transit-related issues; statewide train-the-trainer program through regional work-



### Multi-Modal Transportation Facts

- In 2003, an estimated 90 million passengers were transported by local public transit buses in Michigan.
- Michigan has 3,500 local public transit buses.
- Michigan has 74 local public transit agencies and 137 specialized services agencies that provide public transportation services.
- In 2003, approximately 550,000 vehicles and 877,000 passengers were carried via MDOT's marine program.
- MDOT is responsible for regulatory oversight for 182 private motor bus and 479 limousine companies.
- Approximately 3,100 clients are listed in the department's rideshare database.
- In 2003, nearly 7,000 aircraft, 80 flight schools, and 225 aircraft dealers were registered with MDOT.
- Publications, such as the Michigan Airport Directory, Michigan Aeronautical Chart, and the Michigan Aviation Newsletter, are provided to pilots and aircraft owners.
- There are approximately 5,000 public railroad grade crossings in Michigan.
- MDOT owns 650 miles of rail line and contracts with five private companies to provide service to shippers on those lines.
- Michigan has three intercity rail routes which serve 23 communities.
- In 2003, an estimated 481,000 passengers were transported by intercity rail.
- Currently, rail passenger service is provided daily (round trip) from Grand Rapids to Chicago and Port Huron to Chicago. The Detroit-Chicago corridor provides three daily round trips.
- In 2003, Michigan's intercity bus program provided service for 82,536 passengers on two subsidized routes in the Lower Peninsula and three in the Upper Peninsula.

### Rail passenger services

Passenger rail service remains an essential component of MDOT's diverse public transportation delivery system. Projects like the redevelopment of the Amtrak station in Jackson bring MDOT leaders together with Amtrak officials and citizens from the city of Jackson, Jackson County, Jackson Transit, and other community organizations to investigate ways to increase the utilization of the existing station. Studies have shown that an active and vibrant station increases ridership and expands the economic base of the community. The Jackson station project will create incentives for new businesses to locate within the facility. MDOT will provide \$50,000 to the city of Jackson in match money to support the initial study.

In 2003, MDOT leaders worked closely with Gov. Granholm, the Michigan Legislature, members of Congress and Amtrak officials to retain the Port Huron to Detroit rail service. The revamped Blue Water Train – with one train per day in each direction – will be initiated in 2004.



### Marine passenger and freight services

Michigan's many islands and waterways create transportation obstacles for island residents, vacationers and commerce. The department provides capital and operating assistance for essential ferryboat systems throughout the state. In 2003, MMTSB joined with the U.S. Army Corps of Engineers and the Michigan Department of Environmental Quality, to provide funding to the Eastern Upper Peninsula Transportation Authority for capital improvements and operating support for ferry service linking Drummond, Neebish and Sugar islands with the Chippewa County mainland. Funds were used in 2003 for river dredging at the DeTour docks to facilitate the continued operation of the Drummond Island ferries without any disruption of service.

### Aviation services

Michigan airports in 2003 were the recipients of 270 grants totaling \$88 million. The state provided \$10 million in matching funds toward these projects. The grants were made under the Airport Improvement Program (AIP) in partnership with the Federal Aviation Administration, and local sponsors.

Also in 2003, the bureau advocated for preservation and improvements in air service at airports receiving assistance under the USDOT's Essential Air Service (EAS) program. Iron Mountain, Ironwood, and Manistee currently benefit from federal funding to maintain air service in those communities. MMTSB is partnering with Delta County Airport, in order to secure \$318,000 in federal EAS funding to preserve air service in the Escanaba area of the Upper Peninsula.

The department's All-Weather Airport Access Program improves safety and efficiency for air transportation to airports in Michigan. MDOT owns and operates four VHF navigation stations, 29 Automated Weather Observation Systems (AWOS), and 44 Pilot Weather Briefing Systems. These systems provide real time weather for pilots, both in the air and on the ground.



Drummond Islander IV operated by Eastern Upper Peninsula Transportation Authority

“Quality air service plays a vital role in economic development for Michigan citizens throughout the state.”

- Director Gloria J. Jeff





## SAFETY INITIATIVES

During 2003, MDOT continued a long-standing tradition by embarking on and accomplishing a number of significant safety initiatives which have improved transportation service across all transportation modes.

Quality crash data is a framework agencies use to develop safe transportation methods, systems and projects. MDOT continues to partner with the Michigan State Police, Department of State, and local government in developing safety initiatives. The department has demonstrated leadership in working with these agencies, and in developing program strategies. A four-

- Web access for law enforcement to identify high crash locations and provide detailed information about traffic crashes in their area.
- Improved processes for locating and processing crash data at the State Police.

Quality crash data, when integrated with other information such as traffic counts, roadway characteristics, driver information, and vehicle information, allow the traffic safety community to establish sound safety programs all directed at reducing severe injuries and saving lives.



phase plan to improve the Michigan traffic crash system was initiated during fiscal year 2002. By the end of 2003, two of the phases were complete and provide the following improvements:

- Consolidation of three separate crash databases to serve statewide crash data customers.

### Safety Programs

MDOT's Comprehensive Safety Program focused on addressing driver information systems in an effort to improve driver safety. As part of MDOT's 2003 safety program initiatives, \$51.9 million was committed to the design, construction, and placement of signs, pavement markings, guard-rail, traffic signals, and other safety



improvement projects. This is an increase of \$10.3 million since 1998.

Michigan's fatality rate in 2002 ranked twelfth lowest nationally (tied with eight states) at 1.34 deaths per 100 million vehicle miles traveled.

A comprehensive program has been implemented to enhance driver visibility and signage readability during darkness and reduced visibility conditions by using improved sign materials and pavement markings. The department has been partnering with private industry to produce pavement markings with longer life expectancy and improved reflectivity, particularly during wet, inclement night conditions. Also of benefit to motorists is the use of reflective backgrounds and legends on all new signs. To ensure visibility at night, MDOT has implemented an age-based rigorous quality assurance and material warranty process for all signs.

Accomplishments in 2003 include adding 136 million feet of pavement markings statewide and replacing special markings in approximately half of Michigan's counties. MDOT also upgraded signs on 560 miles of non-freeway facilities and 85 miles of freeway.

A high impact project included in the 2003 program was the Grand Region rumble strip project. The department constructed 320 shoulder miles of rumble strips in order to evaluate factors such as location, efficiency and the impact of pavement markings painted directly on rumble strips. MDOT experts believe combining a rumble strip with





traffic patterns. To assist MDOT in timely installation of new signals, a new contract process was implemented. This process reduces the time necessary to get a contractor in place to complete a signal installation. The new system for signal installations takes an average of 80 days

as compared to the approximately 380 days required under the old contracting process – a 79 percent reduction.

The department is working aggressively with industry to improve the daily operations of work zones for the safety of both the workers and the traveling public. MDOT's ongoing efforts involve working with legislators to revise language in the Michigan Vehicle Code to improve the definition of a work zone; partnering with Michigan State Police and local enforcement agencies; increasing law enforcement in work zones; training for workers; and introducing performance requirements for quality and compliance.

**State Trunkline Maintenance Contract**  
The department performs maintenance services on state highways through the combined efforts of county and state forces. Sixty-seven county road commissions entered into a five-year, State Trunkline Maintenance Contract – the longest contract period since the inception of these partnerships more than 75 years ago. MDOT also deploys state forces from 21 maintenance garages to perform maintenance activities statewide. The State Trunkline Maintenance Contract is the largest, single contract awarded annually and provides an opportunity for MDOT to improve its working relationship with its service providers. The MDOT partnership with the local county road commissions maximizes the

strength and capabilities of each entity. Partnerships with the county road commissions and contractors are vital to the department. Cooperation and inclusion in training – technology-sharing efforts – will continue to preserve the highways in Michigan for safe travel and the transport of commodities, goods, and services statewide.

#### Roadside Preservation – New Brush Control Technology

Controlling the growth of brush along highways is a challenge. Brush growing within the roadside right-of-way has long been a concern that negatively



impacts driver safety and drainage along Michigan roadways.

Traditional brush control measures involve cutting with mechanical brush mowing equipment, and then treating the re-growth a year or two later with an herbicide applied to the foliage.

In an effort to promote a safe roadside and reduce the frequency of required brush cutting and herbicide applications, new technology is being researched. During the summer of 2003, MDOT began a pilot program incorporating new brush control technology utilizing “chemical mowing.” Two Brown Brush Monitors were purchased and mounted on the back of existing roadside tractors. The new units combine mechanical cutting and chemical spraying into one integrated treatment. This new roadside maintenance

operation will save the department in both equipment and labor costs, and extend the time schedule required for routine brush cuttings.

#### Motor Bus/Limousine Safety

The Michigan Department of Transportation is responsible for regulating intrastate passenger motor carriers. Annual safety inspections are performed on all motor buses, and limousines are certified for safety. In 2003, staff from MDOT's Multi-Modal Transportation Services Bureau conducted an annual safety inspection or safety certified nearly 6,000 private motor buses and limousines.

#### Aviation Safety

In cooperation with the Federal Aviation Administration, MDOT conducted approximately 35 safety seminars throughout the state for Michigan's 18,000 pilots. The bureau publishes and distributes a quarterly publication called Michigan Aviation, which provides pilots with the latest actions taken by the Michigan Aeronautics Commission, safety issues, a calendar of aviation



events, and other information geared to enhancing the quality and safety of aviation in the state.

MDOT also promotes safety by encouraging teachers to utilize aviation concepts at annual department-sponsored Aviation/Aerospace Teacher Workshops. These workshops, primarily for teachers in K-12 schools, are designed to show educators how aviation concepts can be included in everyday classroom activities

#### Winter Maintenance – Safety is a priority

One of the most significant threats to safe driving during the winter months is a slippery road surface – a very real hazard to Michigan motorists for up to six months of the year. To help eliminate this danger to safe travel, MDOT has developed and deploys an aggressive winter management strategy for keeping the roadways free of ice and snow by using a variety of technologies and tools.

MDOT's innovations implemented for winter maintenance operations include:

- Anti-icing and deicing strategies are tested and re-evaluated on an ongoing basis to ensure that methods and materials maximize efforts to clear the roads of snow and ice. Under evaluation in two of MDOT's seven regions, anti-icing is a proactive approach that calls for applying a liquid material to the road surface just prior to winter precipitation. The substance provides a kind of protective shield that inhibits the bonding of ice and snow to the roadway, making snow removal easier and returning the road to bare pavement quicker.
- Deicing involves applying chemicals to the ice and snow, breaking the bond and making removal more efficient.
- In 2003, three of our regions tested “enhanced salt.” Enhanced salt is sodium chloride impregnated with liquid magnesium chloride, designed to get the salt's melting process working faster and at lower temperatures than conventional salt.
- Roadway Weather Information Systems (RWIS) are being employed to provide up-to-the-minute information on pavement surface temperatures by combining statistics from several data points both on and near the road surface. This helps in deciding when and where to start applying anti-icing and deicing efforts.
- State-of-the-art ground-speed distribution systems, which accurately control the application of anti-icing and deicing chemicals, are evaluated and incorporated into snowplow trucks on an annual basis. These precisely calibrated, high-tech systems save maintenance dollars and help ensure a safe roadside with minimum impact to environmentally sensitive areas by eliminating waste and the overuse of deicing materials.

In a pilot project, the Southwest and North regions found that by using a wing plow, operators could clear nearly twice the amount of snow from the road surface in a single pass than with an underbody blade alone. Using the wing plow also helps preserve roadway shoulders by keeping the heavy trucks in the driving lane. Won over by the benefits of the wing plow after two seasons of use, plans call for adding up to ten more to the statewide fleet in the next year or two.

The Southwest and North regions partnered with Central Maintenance to create a training video for new wing plow operators. Region personnel combined their wing plow knowledge and experience with the training and media production resources of Central Maintenance staff to create “Wing Plow Safety.” This 11-minute video emphasizes safety while covering inspection, operation and maintenance of the wing plow.

Preserving time, reducing operating costs and constantly seeking innovative ways for continuous improvements through partnerships has resulted in targeted training that is helping snowplow operators safely use equipment that is making them more productive.





as a motivator for learning. These workshops also serve to promote aviation as a career for young people.

#### Grade Crossing Safety

Grade crossing safety efforts are concentrated in two areas, enhancing safety at existing grade crossings and reducing the number of crossings statewide. In 2003, the grade crossing owned by CSX Transportation, Inc., at West and Washington streets in the city of Grand Ledge, provided a good example of the cooperative efforts among MDOT, private railroads and local units of government. A Diagnostic Study Team review was held in 2000, which brought together representatives from the city, CSX and Multi-Modal Bureau, and opened extensive discussions of the best safety treatment for the overall crossing area. The safety design for the crossing was finalized in early 2003 when the Grand Ledge City Council voted to close Washington Street and improve the alignment of West Street. In return, CSX provided property to construct a cul-de-sac for Washington Street and gave the city an easement for a new water main at no charge. Multi-Modal Bureau agreed to provide a cash incentive for the closure effort and to fund the installation of flashing-light signals and gates at the crossing. The Washington Street closure has been completed, and the active warning

devices are expected to be installed in early 2004.

Improving railroad grade crossing safety is a major priority for MDOT's Freight Services and Safety Division. In 2003, the department brought together representatives of four railroads (CSX, Canadian National, Norfolk Southern and Ann Arbor Railroad) and six local road authorities (Grand Traverse, Lapeer and Eaton counties, and the cities of Escanaba, Three Rivers and Lansing) in a task force setting to identify a best-practice strategy for grade crossing construction. The task force is testing innovative construction products and techniques while exploring better ways of working cooperatively.



MDOT employees and their children gather with law enforcement officers and MDOT Director Gloria J. Jeff (front row, right side) on the steps of the State Capitol Building in Lansing following the 2003 'Give 'em a Brake' news conference.

The first test location on Kalamazoo Street in the city of Lansing was completed in October 2003. Thirteen other test locations will be completed in 2004.

#### Public Awareness of Roadside Safety – Michigan's Emergency Vehicle Caution Law

In March 2001, Michigan's "Emergency Vehicle Caution Law" went into effect. The law states that the operator of a vehicle, traveling on a multiple-lane highway or two-lane roadway, shall, upon approaching a stationary emergency vehicle with its emergency lights activated, carefully move over into the open adjacent lane if possible. If this is not possible due to traffic, weather or road conditions the operator shall slow down and pass with caution, allowing the emergency vehicle as much space as possible.

All too often, police officers and other emergency responders are killed or seriously injured while stopped alongside the roadway during the course of their duties. MDOT, in its continuing effort to promote safety and inform the motoring public about the Emergency Vehicle Caution Law, is partnering with the Michigan State Police to spread this important message.

#### Making a difference in Michigan's work zones

MDOT is serious about making work zones safe for everyone. That's why tough, new penalties were adopted two years ago. In Michigan, motorists risk more than just a speeding ticket, they also face possible jail time and fines for injuring or killing a construction or maintenance worker under Andy's Law legislation passed in 2002.

In May of 2003, on the steps of the State Capitol, State Transportation Director Gloria J. Jeff urged motorists statewide to "Please slow down and help protect our families." The message, and accompanying visual of workers and their children in bright orange t-shirts conveyed a powerful message that appeared on news stations that evening throughout the state.

The department uses a partnership of unions and the road-building industry to help fund a public awareness campaign throughout the construction season. The Give 'em a Brake Coalition contributed funding toward a public awareness campaign which included billboards, radio and TV spots. In addition, MDOT funds a radio ad in the Metro Detroit area.

MDOT also made a significant increase in work zone enforcement programming. Over \$436,000 was invested in targeted law enforcement in highway construction zones during the 2003 season. This important partnership with Michigan State Police and the Michigan Sheriffs Association represents a significant funding increase from 2002.

Michigan is experiencing a steady decrease in injuries and crashes in work zones. Crashes were down 3.3 percent over the last year recorded and injuries were down 8.8 percent, while fatalities from crashes held steady – this is in contrast to the number of deaths nationwide which has soared by 70 percent in the last five years.

#### Freeway Courtesy Patrol

Traffic congestion frustrates commuters, causes safety hazards on the road and affects individual productivity. MDOT's Freeway Courtesy Patrol mitigates these problems by clearing disabled vehicles from the freeways. The Freeway Courtesy Patrol directly benefits not only the individual motorists assisted, but the motorists at large through reduced congestion, and the entire population through improved air quality.

MDOT has been actively involved in the program since it was first implemented. The Alliance for a Safer Greater Detroit first implemented a pilot Freeway Courtesy Patrol in 1994 in the Metropolitan Detroit area. MDOT currently administers this program, which has grown from a single van to 32 vehicles, including 27 vans and five tow trucks. Freeway Courtesy Patrol operates from 6 a.m. to 11 p.m., Monday through Friday, with additional patrols during special events and peak holiday travel periods. The service included patrolling some

sporting events and community activities. This successful program has proven to be of real value for motorists driving in the Detroit area. In 2002-03, the Freeway Courtesy Patrol recorded 27,801 assists on Metro Detroit freeways, as well as vehicle stops to help remove unoccupied vehicles. Sixty-three percent of the stops were to assist stranded motorists. Services are provided free of charge and include changing tires, providing gas and other fluids to motorists, mechanical assistance, up to five miles of towing service, and assisting law enforcement at accident scenes.

In 2003 according to the Evaluation Report published by the Southeast Council of Governments, the Freeway Courtesy Patrol saved an estimated 6.9 million hours in traffic delays on Detroit freeways. For each dollar invested in the operation of the courtesy patrol, a benefit of \$9.20 was realized. This savings calculation is based on improved freeway operations as a result of reductions in congestion.



MDOT's Freeway Courtesy Patrol



## REAUTHORIZATION OF THE TRANSPORTATION EQUITY ACT FOR THE 21ST CENTURY

The effort to secure Congressional support for reauthorization of the Federal Transportation Equity Act for the 21st Century (TEA-21) is continuing at the time of publication of this report. Director Jeff and Governor Granholm are working diligently with members of Congress and the multi-state coalition to secure passage of federal legislation that will result in a greater return of federal highway and transit funds to Michigan.

MDOT and its local partners endorse the following guiding principles for the reauthorization of TEA-21:

- Increase federal highway and transit funding and ensure each state a minimum of 95 percent return on its contributions to the Highway Trust Fund.
- Preserve TEA-21 funding guarantees and firewalls and fix the Revenue Aligned Budget Authority mechanism in TEA-21 to avoid radical shifts in funding.
- Increase the flexibility of transportation agencies to address priority needs rather than establishing new set-asides and sub-allocations.
- Promote the safety and security of the transportation system for motorists, passengers, pedestrians, and motorized and non-motorized vehicles.
- Continue and strengthen the partnership among local elected officials, the Michigan Department of Transportation, the federal government, the private sector and the public in the planning and development of transportation projects.

MDOT Director Gloria J. Jeff and Michigan Governor Jennifer M. Granholm



- Streamline federal planning and environmental review requirements to speed up program delivery without bypassing environmental safeguards.
- Increase funding for Congestion Mitigation and Air Quality as part of the overall funding increases.
- Continue to support and strengthen the efficient movement of goods along corridors crucial to national economic security and vitality.
- Create an expanded funding mechanism to border states that take into consideration trade, traffic volumes, security and infrastructure needs.
- Promote investments that improve Intelligent Transportation System (ITS) technology where cost effective, and help make the nation's transportation infrastructure resilient to the effects of hostile acts.
- Explore innovative approaches to programming large urban transportation projects while maintaining fiscal integrity.
- Increase funding for metropolitan planning agencies.



The department has joined transportation partners within Michigan and throughout the nation in delivering this message to policy makers in Washington D.C. It is critical to Michigan to secure immediate passage of a multi-year reauthorization bill containing sufficient funding for transportation priorities that will grow Michigan's economy.







## TRANSPORTATION ENHANCEMENT PROGRAM

Under federal law, 10 percent of the Federal Surface Transportation Program funds are earmarked for Transportation Enhancement (TE) activities. In 2003, MDOT's popular and competitive TE program awarded \$33.1 million to 137 state and local projects intended to beautify the transportation system, preserve history, expand nonmotorized travel opportunities, support economic progress, and improve the quality of life for Michigan communities. MDOT manages and administers the federal funds.

Together with state and local matches, an estimated \$52.7 million was approved in 2003. Projects included pedestrian/bicycle paths, streetscapes, storm water run-off mitigation, scenic lookouts, development of corridor management plans, and a variety of



Hines Park bike and hiking trail, Northville Township in Wayne County

initiatives above and beyond traditional road work. The overall intent of the program is to improve the quality of life for Michigan citizens by investing in opportunities to enhance Michigan's transportation systems.

The 12 categories of TE activity authorized in federal law fall into four general areas:

- *Transportation Aesthetics*  
73 projects (53%)
- *Nonmotorized Transportation*  
49 projects (36%)
- *Historic Preservation*  
9 projects (7%)
- *Highway Runoff or Animal Mortality Mitigation*  
6 projects (4%)

### Roadside Development

The Michigan Department of Transportation Roadside Development Unit, invested \$5 million in 2003 in the replacement or upgrading of rest area facilities adjacent to the state's right-of-way. Funds are allocated through the state Capital Outlay process.

### The Mission

The program mission continues to be: to enhance the state's ability to compete in an international economy, to serve as a catalyst for economic growth of the state, and to improve quality of life in the state.



Streetscape beautification, Jackson, Michigan





## TRANSPORTATION ECONOMIC DEVELOPMENT FUND

Attracting industry to locate in a community frequently requires an investment in road improvements. When local resources cannot support the improvements, development opportunities and jobs are lost to that community. The Transportation Economic Development Fund (TEDF), enacted by the state legislature in 1987, was created to assist in the funding of highways, and the road and street projects necessary to support economic growth. Since 1987, Category A grants alone totaled \$393,822,723, creating

**In 2003, \$94,232,671 in TEDF grants was approved in the five categories within the program:**

*Category A • Development and redevelopment of road projects related to targeted industries (forestry and tourism)*

*Category C • Reduction of traffic congestion in urban counties*

*Category D • Road improvements in rural counties to create an all-season road network*

*Category E • Construction or reconstruction of roads essential to the development of Michigan's commercial forests*

*Category F • Road and street improvements in cities located in rural counties*

189,373 jobs. The TEDF is administered through the Office of Transportation Economic Development and Enhancement (TEDE). As administrator, the office brings together state government, local agencies and businesses to identify projects and facilitate funding for transportation economic development projects throughout the state.

During Fiscal Year 2003, 11 projects were evaluated and approved for Category A funding. The projects approved with FY 2003 Category A funding represent a public investment of over \$17 million, servicing private industry development of nearly \$1.9 billion and nearly 6,700 jobs created or retained.

### Direct grants

In 2000, TEDE implemented a unique process for administering Category A grants. As the name implies, direct grants go directly to the agency at the time of the contract award. A new process which allows agencies to serve as the administrative body for the contract, won the *Quest for Quality* award from the American Association of Highway and Transportation Officials (AASHTO) in 2002. The national award recognized the efforts of the Transportation Economic Development Fund financial tracking team in redesigning the process which saved the department millions of dollars.

Direct grants reduce cycle time and the typical costs associated with project

development from the time the grant is approved until it is audited. Each year, 9,700 hours in staff time are eliminated, and the period from grant award to project construction has been reduced from months (or even years) to frequently less than six months. The department saves, on average, \$105,000 in administrative costs per project. Since the direct grant process was instituted, 42 Category A projects, 20 Category F projects, and two Category C projects have been authorized for administration by local agencies. Total savings on the 64 projects are estimated at \$6.72 million. The success of the direct grant process in 2003 has resulted in its expansion in 2004 to include Categories C and F.

### AASHTO Award

In 2002, the Office of Transportation Economic Development and Enhancement received an AASHTO award for its TEDE Financial Tracking Project Implementation and Reconciliation. The team was challenged to develop a management system (financial and contractual) for TEDE investments. Team objectives included development of: a fast track system for obligating and reconciling all categories; roles and responsi-

bilities matrix for each fund category including process participants; cost time profiles of current and revised grant awards and project development processes; identification of key process milestones and interdependencies; resolution of fund balances and reduction of cycle time and administrative time. The streamlined grant application process allows for year-round submittals. Key project development milestones were identified and a database was established for tracking financial and project status. Once the grant is approved, the timeframe for constructing projects has been reduced from two years



to less than six months. The new process has strengthened MDOT's ability to negotiate investments and strategies while coordinating project development and funding with stakeholders.





## TRANSPORTATION FUNDING

The Michigan Transportation Fund (MTF) is a major state funding source for all of Michigan's roads, bridges and public transportation services in Michigan. The MTF collects nearly \$2 billion annually from the vehicle registration tax, gasoline tax, diesel fuel tax and motor carrier fuel tax. The greatest source of revenue to the MTF has come from fuel taxes.

Prior to the early 1990s, fuel tax revenues represented two-thirds of MTF collections. In recent years, fuel taxes have leveled off and now only account for slightly more than half of MTF. The MTF income from vehicle registration has become a more significant source of revenue. The shift is attributed to the increased size, weight and value of today's vehicles; and a static gasoline tax rate.

Total revenues flowing into the MTF have increased by an average of 2.6 percent each year over the past five years. This rate of increase exceeds the average inflation rate by three-tenths of a percent. In fiscal year 2004, collections are expected to be nearly five percent higher than fiscal year 2003 because of a change in the law that created a lifetime registration fee for existing and new trailers.

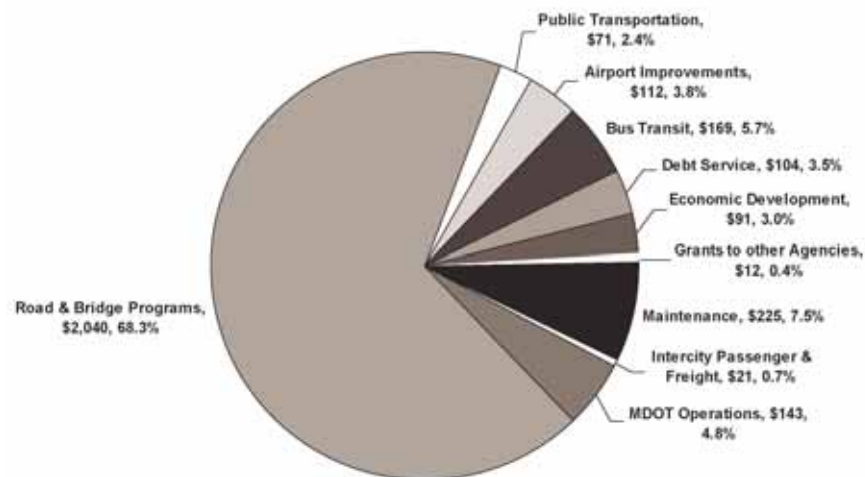
The Comprehensive Transportation Fund (CTF) received nearly \$240 million annually from the MTF's and CTF's share of the state's auto-related sales tax. Revenue collections have increased by an average of 3.1 percent per year during the past five years. This revenue is used to fund public transportation services, intercity bus

services, rail passenger services, and intermodal freight programs.

The State Aeronautics Fund (SAF) collects nearly \$9 million annually from aviation fuel taxes and airport services. Total collections have increased by less than one percent per year over the past five years.

A new revenue source, the airport parking tax, added \$6 million in 2003 to the SAF. This new revenue source has increased total SAF collections by approximately \$15 million annually. The revenue is used for, among other things, the reconstruction of airport runways, bond payments, performing airport safety inspections, providing air transit services and enhancing weather-related aviation safety systems.

## Actual Expenditures for Fiscal Year 2003 (in millions)







## OFFICE OF EQUAL OPPORTUNITY

The Office of Equal Opportunity (OEO) is responsible for the Disadvantaged Business Enterprise (DBE) program, Equal Employment Opportunity Compliance, Title VI and On-the-Job Trainee initiatives. These department programs are all federal initiatives administered by MDOT.

In 2003, Michigan had 312 certified DBEs – 43 firms were added and 27 were recertified. This was an increase of 20 from the previous year. More than \$83 million in projects were awarded to qualified DBEs which represented 11.1 percent of the total MDOT awards.

MDOT has an extensive outreach effort to identify and certify DBEs. During FY 2003, the department doubled its Supportive Services outreach activities, and expanded services provided to enhance the viability of DBE firms. Activities included:

- Partnering with other agencies and associations to sponsor 29 business outreach sessions and forums throughout the state.
- Provided training in areas such as market readiness, stress management, plan reading, and media interaction.
- Sponsored seven networking sessions which provided key contractors and DBEs the opportunity to establish mutually beneficial relationships (several DBE firms obtained contractual commitments as a result of these sessions).
- Held two DBE conferences with more than 200 persons in attendance.
- Licensed and trained interested DBEs in the use of Bid Express, MDOT's electronic bidding software, and FieldManager, MDOT's construction management software.

In 2003, the department serviced DBE participants in a cost-effective manner, maximizing budget and staffing resources. As a result, the DBE program remained within its operating budget during the fiscal year. A substantial cost savings occurred as a result of merging the Office of Equal Opportunity with the Technological Services Division. This change facilitated the sharing of resources, but also increased the office workload. The office effectively managed the merger and increased responsibilities without hiring additional staff. The successful restructuring of work assignments increased productivity, improved record keeping and database management, and increased field monitoring and staff contact with DBEs.

An effective campaign to increase awareness of Title VI program requirements resulted in the publishing of a Title VI brochure. Additionally, a Title VI interdisciplinary team was created that meets regularly to encourage improvements in the delivery system. Twenty-five individuals participated in the first of these sessions.

The Office of Equal Opportunity encouraged other MDOT offices to establish small business consultant services. The effort was well received and resulted in an expansion of opportunities for disadvantaged individuals. Other initiatives included:

- An On-the-Job trainee program that encouraged construction contractors who exceed a certain earning average over a three-year period to take on one disadvantaged trainee for each \$4 million in earnings.
- The staff worked with the Department of Information Technology to automate the process used to determine eligible dollars for each vendor (previously calculated by hand).
- 45 vendors participated in the On-the-Job trainee program, representing an increase of three vendors from the previous year.
- Initial trainee slot allocations increased from 142 assigned slots in 2002 to 159 in 2003.



\*Note name change – May 2004 – Tech Services Division, Office of Equal Opportunity, is now the Business & Administrative Services Division, Small Business Liaison Section.



## HOMELAND SECURITY/BORDER CROSSING

Homeland security has become an increasingly more important component of MDOT's delivery systems. Michigan's Emergency Management Plan clearly defines MDOT's readiness requirements in the event of an attack, or an emergency, threatening the state's infrastructure. The department is prepared with the necessary procedures and machinery to accomplish all the responsibilities outlined in the statewide plan.

The expertise of MDOT personnel, their specialized skills in road and bridge design, construction and traffic management make MDOT a key partner in responding in any emergency. The department's most obvious role in a disaster would be to assist other agencies with traffic control, be it on land, air or water. MDOT personnel prepare for this possibility by participating with other transportation stakeholders in simulated disaster exercises. Through these partnerships, the emergency plan continues to evolve and improve in a world of ever-changing threats.

The international crossings with Canada are considered likely targets for potential terrorist attacks. The vulnerability of the facilities at each of these locations makes MDOT all the more assiduous in its commitment to be ready for any disaster. Administrators and staff at Michigan/Canada border crossings participate in local task forces concentrating on emergency operating procedures. The emergency response plans at each of the crossings are under constant scrutiny to ascertain no detail is overlooked. MDOT's homeland security strategies involve multiple partnerships with Canada, and other state and federal agencies, all intended to protect national/international resources and infrastructures. During an emergency, restoring safe and efficient flow at the crossings is vitally important to the physical and economic well-being of this state.

In the event of a disaster or emergency, the resources of each of MDOT's seven region offices would be brought together under the direction of the MDOT director.

A coordinated effort would then be set in motion spearheaded by the Michigan State Police Emergency Management Division.

Readiness plans are detailed and rehearsed annually. Michigan's Emergency Management Plan is consistent with the U.S. Department of Transportation and Federal Highway Administration emergency plans. The state is prepared to respond quickly in coordination with the USDOT's Regional Emergency Transportation in any capacity required.

MDOT is ready. All of the necessary planning and preparation is in place to facilitate a rapid and coordinated response in any emergency. Everything from major power outages to flooding is provided for in the state's plan. Minor disasters like windstorms and snowstorms tax our resources and make the department ever aware of the need to be ready. These mini events give MDOT important insights into the effectiveness of Michigan's Emergency Management Plan.

## Emergency Response

Responding to transportation emergencies (whether man-made or acts of God) is a critical role for the Michigan Department of Transportation. In 2003, the Emergency Management Office headed by Eileen Phifer, partnered with MDOT crews, other state agencies and local units of government in responding to several emergencies.

The "Black Out" of 2003 which crippled a major portion of the eastern seaboard tested MDOT response capabilities. It was reported to be the largest power outage in U.S. history. In Southeast Michigan, where major congested seemed eminent, MDOT joined forces with local agencies to keep traffic flowing smoothly. MDOT crews gathered generators from

around the state to power pumps clearing storm water from freeways, and for use in hospitals and other facilities providing essential human services. MDOT worked with federal authorities and local road agencies to keep motorists up-to-date regarding traffic conditions during the power outage.

The Blue Water Bridge remained open despite the loss of power, thanks to MDOT generators that supplied electricity to customs and immigration agents processing vehicles into the U.S.

A disaster in Marquette County in the Upper Peninsula brought MDOT bridge engineers to the scene quickly when the Silver Lake Dam failed and much of the area flooded. Bridge inspectors checked the bridges to assure their integrity. MDOT also assisted local agencies in

securing FHWA Emergency Relief funds to repair flood-damaged roads.

A 72-vehicle accident in west Michigan Feb. 7 caused by white-out conditions brought MDOT's emergency response crews into action – providing changeable message boards, lights to assist rescue operations, and snow removal crews to keep emergency routes open.

The devastation caused by the explosion of a propane gas tanker in Flint on Jan. 30 resulted in the closure of the I-69 ramp to M-54 (Dort Highway). MDOT crews and local agencies worked around-the-clock to rebuild the ramp bridge destroyed in the fire. Remarkably, traffic was restored to the facility within five months.



## AWARDS AND RECOGNITION

The department over the years has received several national and state awards for innovative and efficient practices. Last year the 2003 Leadership Conference Planning Team won a Pathfinder Award presented by AASHTO. A few of the more recent and noteworthy awards are listed below.

- MDOT was recognized for the Best Small Project in the U.S for a reconstruction project on the M-11 at M-37 intersection in the cities of Grand Rapids and Kentwood. The award was given by the National Partnership for Highway Quality.
- MDOT's FieldManager software program won Best in Breed in the GIS/Transportation category by the Center for Digital Government.
- MDOT's FieldManager was selected as a 2003 Computerworld Honors Laureate medal winner, and was one of seven finalists in the Transportation category of the Computerworld Honors 21st Century Achievement Award.
- MDOT's Construction Contracts Bid Letting, Awards, and Payment Team won the Quality Recognition System (QRS) Award for improvements in the process of advertising construction projects, taking bids and determining the lowest qualified bidder, awarding the contracts, and making timely payments to contractors on those projects.
- Four MDOT projects received a 2003 Asphalt Paving Award for Excellence at the annual Michigan Asphalt Paving Association Awards Banquet held in December 2003. The projects were located on US-2 in Schoolcraft County, US-127 in Clare County and the City of Mt. Pleasant, M-88 in Antrim County and US-131 in Mecosta County.



MDOT Director Gloria Jeff (left, standing) and MDIT Director Teri Takai (right, standing) proudly flank employees who created and maintain FieldManager, an innovative suite of software used for managing and tracking road and bridge construction projects. FieldManager was one of the top nominees world-wide in its category in the 2003 Computerworld Honors 21st Century Achievement Award.

In the photo (left to right): Director Jeff; Daniel Rutenberg; Lee Fedewa; Doug Couto; Joe Bruewer; Leon Hank; Director Takai; (seated) Ruth Proctor; Kevin Fox, system administrator/project manager; Cliff Farr, business team leader; Marty Foster.

## ADOPT-A-HIGHWAY PROGRAM

Michigan's Adopt-A-Highway Program (AAH) is the largest, single volunteer effort in the state. Not since the returnable bottle law of the late 1970s, has an anti-litter effort had such a profound effect on the beautification of Michigan roadways. The program has become so popular that most of the county road commissions have started their own programs on the county road system.

The 20th anniversary of Earth Day in 1990 marked the beginning of one of the most successful public/private partnerships in Michigan history. One million volunteer hours later, AAH is a labor of love for more than 2,700 groups who scour the state roadways three times each year. The efforts of these ambitious and conscientious individuals contribute significantly to the pristine beauty of Michigan's landscape. More than 1.4 million bags of trash have been removed from the state's roadways since the inception of this program.

The department provides the 35,000 volunteers with safety gear, collection materials, and identification signs and annually provides each group with safety



instructional videos and training materials. Prior to each pickup cycle, MDOT issues press releases to alert motorists of the time-periods volunteers will be working along the roadways and to remind drivers to exercise caution when encountering crews.

Adopt-A-Highway volunteer efforts have resulted in the beautification of thousands of miles of highway. Throughout the years, volunteers have cleaned up more roadside right-of-way than the department could have afforded with paid crews. AAH volunteers have saved Michigan taxpayers millions of dollars.



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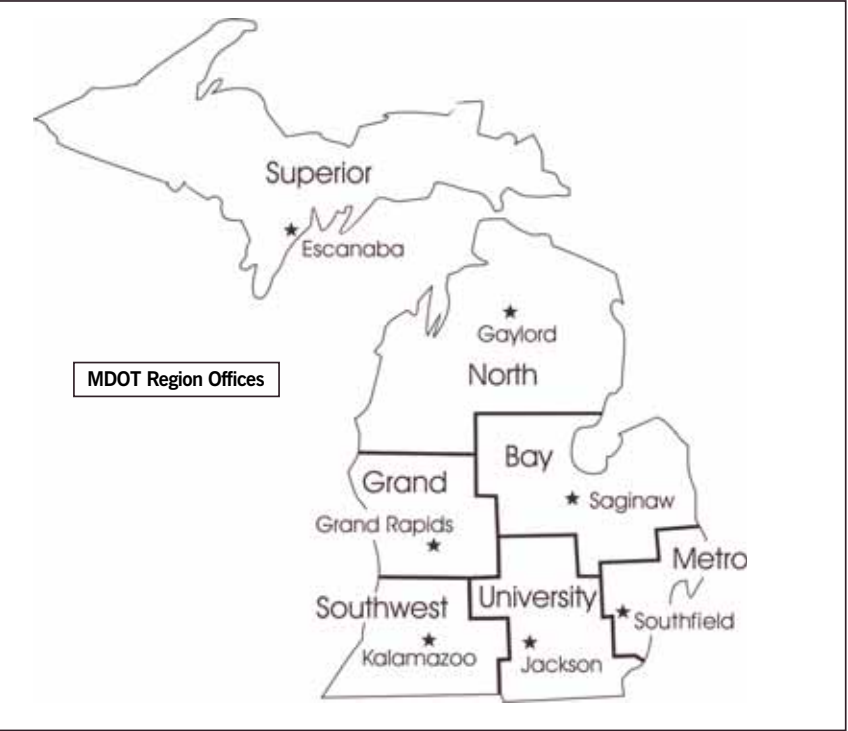
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